



Leading Mental Well-Being

Module 4: Safe Harbor

WORKBOOK FOR EXECUTIVES, AKA "TRENDSETTERS"



The journey continues.

Module 1..... It Starts with You

Module 2..... Culture First

Module 3..... Oasis of Well-Being

In Module 4, "Safe Harbor," we'll look at the factor that matters most in building a high-performing team – which may surprise you. Then, we'll dig into how you can promote psychological safety, creating a framework of emotional safety and belonging for all. In other words, a safe harbor. Your calls to action today: Think, Build & Get.

Module 4 Safe Harbor

Module 5 One Conversation at a Time

Module 6 Built to Last

MODULE 4 | EXERCISES

1. Think about VUCA.

Discussion: How do you see VUCA showing up in your workplace? Jot notes in each of the 4 categories:

Volatility:	Uncertainty:
Complexity:	Ambiguity:

WRAP UP: We need to acknowledge the fact that our world can be described as "VUCA" (especially in the natural gas transmission operating and construction industries!). Therefore, the need to make sure that everyone's voice is heard is more important than ever.

2. Build psychological safety.

Amy Edmondson, leading researcher on psychological safety at Harvard Business School, defines psychological safety as "the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes." There are two overriding factors that contribute to a team having a high level of psychological safety:

- **Equity in Airtime** (team members speak roughly the same amount of time)
- **Tuning In** (paying attention to nonverbal cues, ensuring that no one feels left out)

Discussion: What can you do, in your role as a trendsetter, to boost both factors – within your team and across the organization?

WRAP UP: Airplanes have crashed, financial institutions have collapsed, and catastrophic accidents have occurred on jobsites – all due to individuals within these organizations feeling afraid to speak up. Psychological safety is paramount.

3. Get into the zone.

The Four Zones

Apathy = People show up, but are not fully there. They're invested in self-protection over exertion.

Comfort = People enjoy working together, but they're not challenged by the work.

Anxiety = People are anxious about speaking up. As a result, work quality, innovation, and safety suffer.

Performance = People can collaborate, learn from one another, and get complex, innovative work done.

Source: Amy Edmondson



Discussion: What can you do to move your team into the Performance Zone?

Hint: Take a peek at your Wallet Card!

WRAP UP: When a team has a high level of psychological safety, it is more likely to be a high-performing team, it is less likely to have a safety incident, and people are more likely to step forward if they're having a mental health issue.



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Contact:

Laura Putnam, CEO
laura@motioninfusion.com
(415) 310-5505



Prepared for

